

**ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY**

<u>ENTERPRISE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net Budget</u>	<u>Staffing</u>
ARROWHEAD REGIONAL MEDICAL CENTER	112				
ARROWHEAD REGIONAL MEDICAL CENTER	116	450,920,892	442,423,843	(8,497,049)	3,691
MEDICAL CENTER LEASE PAYMENTS	123	42,049,251	42,049,251	0	0
TOTAL ENTERPRISE FUNDS		<u>492,970,143</u>	<u>484,473,094</u>	<u>(8,497,049)</u>	<u>3,691</u>



ARROWHEAD REGIONAL MEDICAL CENTER

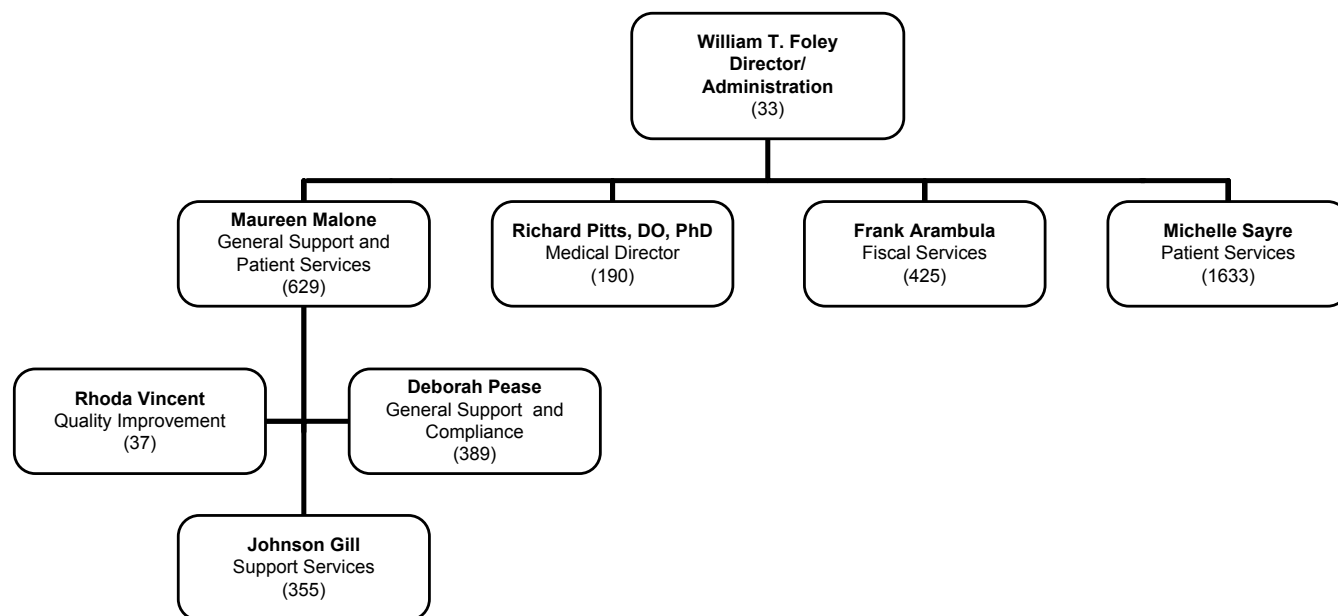
William T. Foley

DEPARTMENT MISSION STATEMENT

The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for the healthcare delivery and education.



ORGANIZATIONAL CHART



2013-14 ACCOMPLISHMENTS

- Transitioned 39,173 San Bernardino County residents from ArrowCare, Arrowhead Regional Medical Center's (ARMC) health plan for the uninsured, to the Medi-Cal program, exceeding the goal of transitioning 20,000 residents.
- Implemented 68 Delivery System Reform Incentive Program (DSRIP) milestones to improve population health management for ARMC patients, resulting in achieving 95% of the associated funding for Demonstration Year 8, a total of \$39.6 million.
- Reduced the use of high-cost outside agency (nurse registry) staff by \$1.0 million, a 20% reduction from the prior year.
- Received the "Get with the Guidelines" Stroke Program Silver Plus Quality Achievement Award from the American Heart Association In February 2014.
- Implemented Computerized Practitioner Order Entry in the Medical-Surgical Units (August 2013) and in the Behavioral Health Units (March 2014).
- Partnered with the Public Health and Behavioral Health departments in the development of the Community Vital Signs project. This project collected and compiled data collected from County respondents regarding various health indicators.



- Co-sponsored the 2013 Live Well, Age Well Summit, in November 2013. The Summit brought together leaders and stakeholders from various businesses and services to formulate the structure for sustainable health improvement in our communities.
- Hired 345 new employees into various positions for the delivery of care.
- Supported clinical training programs to provide skilled healthcare professionals for the County. A total of 178 physician residents participated in ARMC's Graduate Medical Education (GME) Residency Program. Fifty-four physician residents graduated in June 2013 and 54 incoming residents joined the GME program throughout the year. Nearly 2,000 nursing and allied health professional students were trained at ARMC.
- Implemented six LEAN projects designed to improve processes and outcomes for hospital acquired pressure ulcers, Emergency Department blood culture labeling, sepsis, stroke education, urine contamination rates, and medication administration.
- Completed regulatory accreditation surveys conducted by Healthcare Facilities Accreditation Program (HFAP), Centers for Medicare & Medicaid Services (CMS), College of American Pathologists (CAP), California Department of Public Health (CDPH), and received accreditation.



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES**COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS**

Objective(s): • *Monitor and evaluate operations and implement strategies to continually improve efficiency and effectiveness.*

Department Strategy: • *Utilize specific methodologies as defined in ARMC's Quality Assessment and Performance Improvement Plan (such as LEAN Kaizens), focusing on key patient related processes to increase patient satisfaction and improve operational efficiencies and effectiveness.*

• *Improve patient satisfaction through the use of selected tools and techniques involving hospital employees and medical staff, including hourly rounding on patients, discharge phone calls, and specialty training.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Number of clinical or operational processes reviewed.	2	N/A	6	8
ARMC patient satisfaction percentile (overall rating)	69%	72%	72%	75%

COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

Objective(s): • *Maximize the utilization of Federal and State programs and funding to address the needs of County residents.*

Department Strategy: • *Achieve Delivery System Reform Incentive Program (DSRIP) goals through clinical improvement of specific patient outcomes. DSRIP is a five year program with Federal funding proportionally tied to target attainment. DSRIP milestones change annually and become increasingly difficult and more complex.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Percentage of DSRIP milestones achieved.	97%	N/A	95%	90%

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

Objective(s): • *Live within our means, fully funding the maintenance of infrastructure and facilities, the provision of state-of-the-art basic operating systems, liabilities, and reserves; while forming capital to strategically invest in the future.*

Department Strategy: • *Reduce the use of high-cost outside agency (nurse registry) staff, while maintaining required staffing standards through a daily review process.*

Measurement	2012-13 Actual	2013-14 Target	2013-14 Estimate	2014-15 Target
Nursing registry dollars spent.	\$5M	N/A	\$4M	\$3M



SUMMARY OF BUDGET UNITS

2014-15						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	450,920,892	442,423,843	0	0	(8,497,049)	3,691
Medical Center Lease Payment	42,049,251	42,049,251	0	0	0	0
Total Enterprise Funds	492,970,143	484,473,094	0	0	(8,497,049)	3,691

5-YEAR REQUIREMENTS TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Arrowhead Regional Medical Center	396,466,556	424,928,026	449,050,180	444,216,191	450,920,892
Medical Center Lease Payments	43,790,480	41,825,808	42,090,345	43,150,014	42,049,251
Total	440,257,036	466,753,834	491,140,525	487,366,205	492,970,143

5-YEAR SOURCES TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Arrowhead Regional Medical Center	402,444,177	419,710,182	441,129,372	435,864,009	442,423,843
Medical Center Lease Payments	42,988,659	41,825,808	42,090,345	43,150,014	42,049,251
Total	445,432,836	461,535,990	483,219,717	479,014,023	484,473,094

5-YEAR NET BUDGET TREND

	2010-11	2011-12	2012-13	2013-14	2014-15
Arrowhead Regional Medical Center	5,977,621	(5,217,844)	(7,920,808)	(8,352,182)	(8,497,049)
Medical Center Lease Payments	(801,821)	0	0	0	0
Total	5,175,800	(5,217,844)	(7,920,808)	(8,352,182)	(8,497,049)

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in appropriation in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.



Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, community health centers (three offsite and one onsite), Behavioral Health inpatient services, and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to County residents.

Budget at a Glance

Requirements Less Reimbursements*	\$450,920,892
Sources/Reimbursements	\$442,423,843
Net Budget	(\$8,497,049)
Estimated Unrestricted Net Assets	\$26,886,322
Use of Unrestricted Net Assets	\$8,497,049
Total Staff	3,691

*Includes Contingencies

ARMC and Behavioral Health facilities are comprised of a total of 456 inpatient beds (90 in the Behavioral Health unit and 366 in ARMC), most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses six buildings which also serve to outline the definitive services/medical center functions: Acute Hospital, Behavioral Health Center, Outpatient Care Center, Diagnostic and Treatment Centers, Central Plant, and the Medical Office Building.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units, within the General Acute Care and Behavioral Health Hospital. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. A primary focus is Education, and ARMC offers Residency Programs for the training of physicians in Family Medicine, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

Outpatient Services: Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually, exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breathmobile® units for a total of three mobile units. This allows clinical services to be delivered in outlying areas.

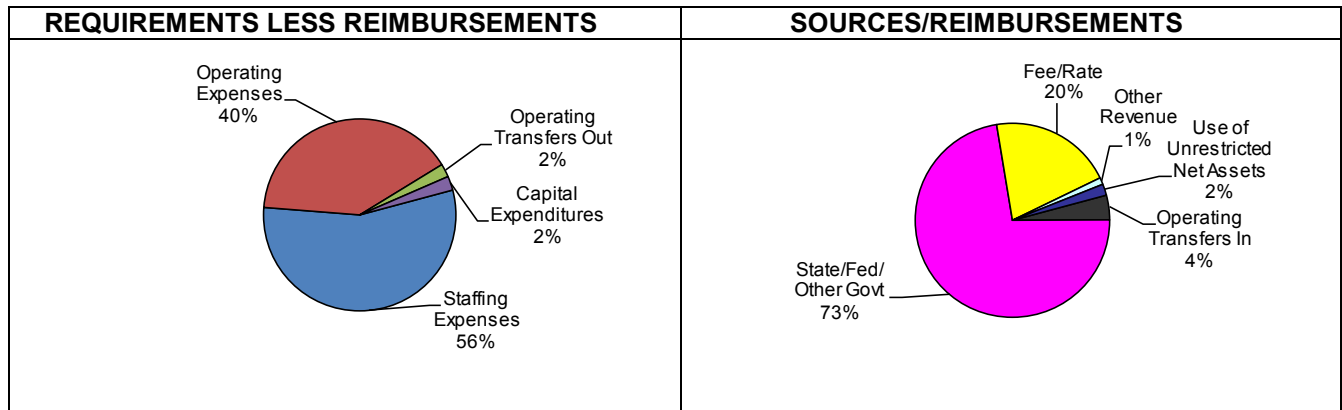
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-Cal and uninsured patients under Disproportionate Share and Safety Net Care Pool sources. These sources are provided primarily through the California section 1115 Waiver. The Waiver, implemented in November 2010, has been the funding source for substantial transformation and expansion of the Medi-cal program at ARMC.

Under the Waiver, ARMC recently completed the two year requirement for the operation of the Low Income Health Plan (LIHP), which began January 1, 2012, and ended December 31, 2013. The County of San Bernardino created a collaborative of community stakeholders and County departments, including Behavioral Health, Human Services, and Public Health, that implemented the County's LIHP, ArrowCare.

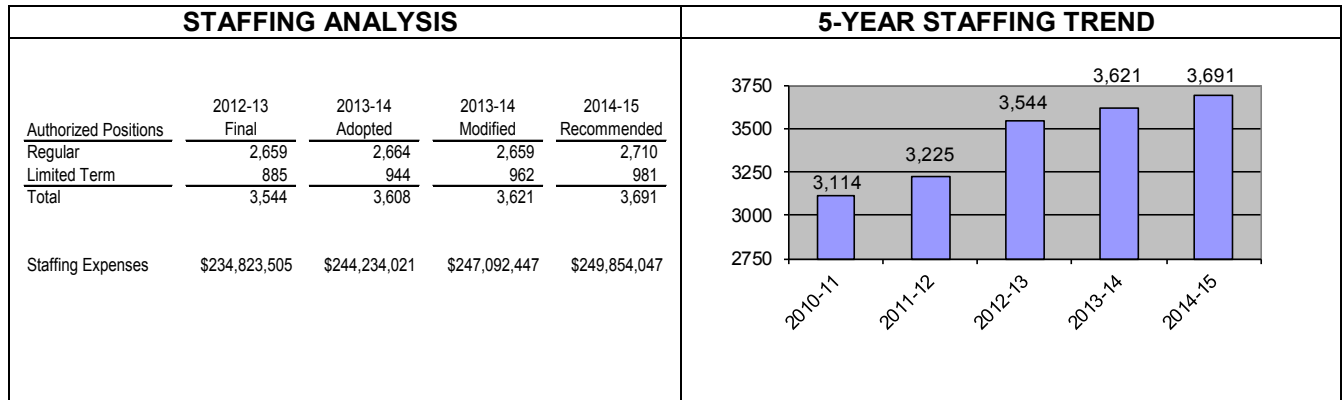
An additional funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), has been an innovative approach to transforming existing delivery systems. The DSRIP has provided Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. DSRIP funding is strictly tied to results and meeting transformation milestones. ARMC's DSRIP implemented 68 milestones to improve health management for ARMC patients, resulting in achieving 95% of the associated funding for Demonstration Year 8.



2014-15 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
DEPARTMENT: Medical Center
FUND: Medical Center

BUDGET UNIT: EAD MCR
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	201,506,225	213,355,057	231,529,363	243,073,755	247,092,447	249,854,047	2,761,600
Operating Expenses	168,352,555	192,521,910	189,924,979	204,369,307	179,312,122	180,362,076	1,049,954
Capital Expenditures	2,627,788	10,585,537	5,363,315	6,675,203	6,918,566	10,692,236	3,773,670
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	372,486,568	416,462,504	426,817,657	454,118,265	433,323,135	440,908,359	7,585,224
Reimbursements	(12,500)	(139,322)	(179,912)	0	0	0	0
Total Appropriation	372,474,068	416,323,182	426,637,745	454,118,265	433,323,135	440,908,359	7,585,224
Operating Transfers Out	9,808,735	8,230,697	9,618,819	49,081,424	10,893,056	10,012,533	(880,523)
Total Requirements	382,282,803	424,553,879	436,256,564	503,199,689	444,216,191	450,920,892	6,704,701
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	297,112,802	291,865,158	317,139,276	347,051,405	322,671,588	326,772,943	4,101,355
Fee/Rate	89,696,625	97,178,302	91,177,192	81,973,580	76,464,564	92,065,054	15,600,490
Other Revenue	14,660,124	2,151,835	30,112,490	5,023,654	6,171,757	5,130,054	(1,041,703)
Total Revenue	401,469,551	391,195,295	438,428,958	434,048,639	405,307,909	423,968,051	18,660,142
Operating Transfers In	974,630	38,312,185	23,561	63,558,372	30,556,100	18,455,792	(12,100,308)
Total Sources	402,444,181	429,507,480	438,452,519	497,607,011	435,864,009	442,423,843	6,559,834
Net Budget*	20,161,378	4,953,601	2,195,955	(5,592,678)	(8,352,182)	(8,497,049)	(144,867)
				Budgeted Staffing	3,621	3,691	70

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Staffing expenses of \$249.9 million fund 3,691 budgeted positions. Operating expenses of \$180.4 million are comprised primarily of medical supplies, physician fees, purchased medical services, external provider care services, insurance, utilities, and rent expense. Capital expenditures of \$10.7 million fund needed clinical and non-clinical equipment purchases.

Operating transfers out of \$10.0 million primarily represents costs budgeted for debt service in the amount of \$8.0 million. The remaining \$2.0 million represents costs for construction projects, which are being managed by the Architecture and Engineering department.

Total revenue of \$424.0 million includes \$326.8 million in state and federal funding primarily from Medicare and Medi-Cal; \$92.1 million in current services from private pay patients and insurance; and \$5.1 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other County departments and hospitals through the residency program.

Operating transfers in of \$18.5 million represents the portion of Health Realignment allocated to ARMC. The expansion of Medi-Cal that took place in January 2014 has decreased the amount of uninsured patients thus impacting the amount of Realignment the County receives for healthcare costs incurred on uninsured patients.

BUDGET CHANGES AND OPERATIONAL IMPACT

During 2013-14, ARMC responded to the biggest payer change in its history. It has been two years of preparation as Medi-Cal access and eligibility was expanded through the Affordable Care Act, effective January 1, 2014.

Requirements are increasing by \$6.7 million. This is primarily due to an increase of \$2.8 million in staffing expenses, representing an increase in retirement costs and the addition of 70 net budgeted positions related to regulatory, quality improvement, and volume requirements. Operating expenses are increasing by \$1.0 million, which includes an increase in COWCAP costs, insurance costs, and professional and special services, offset by



decreased Medically Indigent Adult program costs due to increased Medi-Cal availability. Capital expenditures are increasing by \$3.8 million due to equipment replacement needs. Operating transfers out are decreasing by \$0.9 million due to completion of various capital projects.

Sources are increasing by \$6.6 million primarily due to the implementation of the Affordable Care Act. Medi-Cal revenues are increasing by \$76.2 million, offset by a decrease of \$53.0 million due to a reduction in Safety Net Care Pool and discontinuation of the Low Income Health Program (LIHP). Federal reimbursement is reduced by \$19.1 million due to a reduction in Medicare inpatient payments, meaningful use grant funds, and Disproportionate Share Hospital (DSH) payments. Current services revenue is increasing by \$15.6 million due to increased reimbursement from Behavioral Health, Self-Pay patients, and Commercial payers. Other operating revenue is decreasing by \$1.0 million due to reduction in resident reimbursement. Realignment revenues are decreasing by \$12.1 million as a result of AB 85 legislation. This legislation requires a redirection of a portion of realignment revenues to offset state costs for CalWORKS since counties will receive more federal funding through Medi-Cal expansion.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$249.9 million fund 3,691 budgeted positions of which 2,710 are regular positions and 981 are limited term positions. The 2014-15 budget includes a net increase of 70 positions (addition of 111, deletion of 41). This includes a net increase of 52 regular positions and 18 limited term positions to address existing operational needs related to regulatory requirements, quality improvement, and to maintain staffing ratios based on volume. Twenty one Registered Nurse IIs and 14 Registered Nurse II-Per Diems have been added to reduce overtime and nurse registry usage. Fifteen limited term Custodians were added to ensure proper coverage to address cleanliness in the hospital.

A total of 111 positions are added to the budget (65 regular, 46 limited term) as follows:

Additions

Accounting Technician (1 regular)	Lead Physical Therapist (1 regular)
Ancillary Receivables Manager (1 regular)	Lead Speech Therapist (1 regular)
Assistant Manager-Laboratory (1 regular)	Licensed Vocational Nurse II (4 regular)
Assistant Manager-Medical Imaging (1 regular)	LVN II-Per Diem (3 limited term)
Assistant Manager-Nutrition Services (1 regular)	Mental Health RN II (7 regular)
Clinic Assistant (8 regular)	Nursing Attendant (3 regular)
Clinical Therapist I (2 regular)	Office Assistant II (1 regular, 1 limited term)
Contract Social Svc Practitioner (1 limited term)	Office Assistant III (1 regular, 2 limited term)
Custodian (15 limited term)	Psychiatric Tech I (3 regular, 5 limited term)
Family Health Clinic Office Manager (3 regular)	Registered Nurse II (21 regular)
Health Education Specialist II (2 regular)	Registered Nurse II-Per Diem (14 limited term)
Health Info Mgmt Assistant I (3 limited term)	Social Service Practitioner (1 regular)
Hospital Unit Assistant (1 regular, 2 limited term)	Staff Analyst II (1 regular)

A total of 41 vacant positions have been deleted (13 regular, 28 limited term) based an operational assessment of staffing requirements.

Deletions:

Clinic Assistant (1 regular, 1 limited term)	Laboratory Technologist II (1 regular*)
Cont. Home Health Social Worker (2 limited term)	Licensed Vocational Nurse II (1 regular)
Cont. Home Health Reg. Therapist (1 limited term)	LVN II-Per Diem (2 limited term)
Contract Social Service Practitioner (1 limited term)	Office Assistant II (1 regular, 1 limited term)
Contract Ancillary Receivables Mgr (1 limited term)	Office Specialist (1 limited term)
Contract Arrowcare Medical Dir (1 limited term)	Public Service Employee (7 limited term)
Contract Respiratory Care Pract (2 limited term)	Registered Nurse II (3 regular)
Education Services Supervisor (1 regular)	Registered Nurse II-Per Diem (6 limited term)
Float Pool RN-Per Diem (1 limited term)	Security Technician I (1 regular)
Health Info Management Assistant I (1 regular)	Student Nurse (1 limited term)
Hospital Unit Assistant (2 regular)	Ultrasound Technologist II (1 regular*)

* These are technical corrections as position count was overstated in the 2013-14 budget due to job share.



Reclassifications are included in the budget to better align position classifications with assigned work duties. The majority of recommended reclassifications are related to the Family Health Care Clinics moving toward the Population Health Management model, which focuses on the most acutely ill ambulatory patients to improve their care. Registered Nurse II-Clinic positions and Clinic Assistants are being reclassified to Family Health Clinic Care Managers and Clinic Assistant IIs, respectively, to follow the Population Health Management model.

2014-15 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	33	0	33	30	3	0	33
General Support and Patient Services	471	158	629	499	74	56	629
Medical Director	11	179	190	190	0	0	190
Fiscal Services	390	35	425	371	45	9	425
Patient Services	1,136	497	1,633	1,328	279	26	1,633
Quality Improvement	32	5	37	35	2	0	37
Support Services	318	37	355	312	28	15	355
General Support and Compliance	319	70	389	338	46	5	389
Total	2,710	981	3,691	3,103	477	111	3,691

Administration		Patient Services		Support Services	
Classification		Classification		Classification	
1 Administrative Analyst III		8 ARMC House Supervisor-Per Diem		2 Air Conditioning Mechanic	
1 ARMC Chief Operating Officer		16 Assistant Nurse Manager		2 Ambulatory Clinic Manager	
1 ARMC Medical Director		2 AsstHospAdmin-Nursing Svcs		1 ARMC Bldg Maint and Secty Mgr	
1 Director Arrowhead Reg Med Ctr		4 Burn Care Technician		1 ARMC Facilities Project Coord	
1 Executive Assistant		3 Certified Trauma Registrar		1 ARMC Safety Technician	
1 Executive Secretary II		1 Chief Nursing Officer		1 Assistant Manager-Environ Svcs	
1 Executive Secretary III -Class		12 Clinic Assistant		1 Assistant Manager-Facilities	
7 Fiscal Specialist		1 Clinical Nurse Specialist		1 Assoc Hosp Adm Professional Sv	
1 General Services Aide		4 Cont Surgical Tech		1 Asst Hosp Admin-Ambulatory Svc	
4 Office Assistant II		1 Education Services Supervisor		5 Bio-Medical Electronic Tech I	
1 Office Assistant III		30 Emergency Room Technician		1 Bio-Medical Electronic Tech II	
1 Office Specialist		2 Fiscal Assistant		5 Building Plant Operator	
1 Personnel Technician		5 Float Pool Regstrd Nurse-PDiem		3 Cont ARMC Security Technician	
7 Secretary I		1 Health Education Specialist II		154 Custodian I	
1 Secretary II		1 Hospital Employee Health Nurse		3 Custodian II	
1 Staff Analyst I		1 Hospital Services Worker		3 Electrician	
1 Staff Analyst II		81 Hospital Unit Assistant		7 General Maintenance Mechanic	
1 Supervising Fiscal Specialist		3 House Supervisor		4 General Maintenance Worker	
33 Total		3 Lic Vocational Nurse-Per Diem		2 General Services Aide	
		74 Licensed Vocational Nurse II		5 Hospital Plant Operator	
		1 Multimedia Coordinator		1 Hospital Services Worker	
		10 Nurse Educator		6 Linen Room Attendant	
		13 Nurse Manager		1 Maintenance Supervisor	
		3 Nurse Supervisor		1 Medical Center Hskpg/Linen Man	
		132 Nursing Attendant		33 Office Assistant II	
		4 Nursing Program Coordinator		2 Office Assistant III	
		4 Office Assistant II		3 Painter I	
		4 Office Assistant III		3 Plumber	
		353 Registered Nurse II - Per Diem		1 Registered Nurse II - Clinic	
		678 Registered Nurse II-ARMC		4 Secretary I	
		1 RegisteredCardioPulmonaryNurse		1 Secretary II	
		1 Respiratory Care Practitioner2		71 Security Technician I	
		4 Secretary I		10 Security Technician II	
		1 Secretary II		1 Staff Analyst II	
		31 Sterile Processing Technician		1 Stores Specialist	
		4 SterileProcessingTechnician1		1 Supervising Office Specialist	
		2 SterileProcessingTechnician2		4 Supervising Security Technicia	
		1 Stores Specialist		1 Supvg Bio Med Elect Tech	
		90 Student Nurse		7 Supvg Custodian	
		1 Supvg Sterile ProcessingTech		355 Total	
		14 Surgical Technician			
		23 Telemetry Technician			
		4 Ultrasound Technologist II			
		1 Utilization Review Technician			
		1633 Total			



Medical Director		General Support and Patient Services		Fiscal Services	
Classification		Classification		Classification	
1	Administrative Supervisor I	1	ARMC Patient Navigator	5	Accountant III
1	Cont Resident PGY III	1	AsstHospAdm-BehavioralHealth	5	Accounting Technician
13	Cont Resident PGY IV	1	Ast Dir of Respiratory Care Sv	1	Administrative Supervisor I
3	Cont Resident PGY V	51	Clinic Assistant	2	Administrative Supervisor II
143	Cont Resident PGY VI	51	Clinic Assistant II	1	Ancillary Receivables Manager
19	Cont Resident PGY VII	3	Clinic Supervisor-ARMC	8	Applications Specialist
6	Education Specialist	11	Clinical Therapist I	1	ARMC Chief Financial Officer
1	Office Assistant II	1	Clinical Therapist II	1	ARMC Medical Svcs Prgrm Coord
1	Secretary I	1	Clinical Therapist Pre-License	1	ARMC Social Services Manager
1	Staff Analyst I	1	Cont Occupational Therapist II	1	Ast Hosp Administrator Fiscal
1	Statistical Analyst	35	Cont Resp Care Prac II	10	Automated Systems Analyst I
190	Total	1	Director of Respiratory Care Svcs	1	Automated Systems Analyst II
		13	Family Health Clinic Care Manager	9	Automated Systems Technician
		3	Family Health Clinic Office Manager	2	Business Applications Manager
		1	General Services Worker II	1	Business Systems Analyst I
		3	Health Education Specialist II	4	Business Systems Analyst II
		1	Health Services Assistant I	3	Business Systems Analyst III
		1	Hospital Risk Coordinator	1	Case Management Coordinator
		1	Hospital Services Worker	2	Case Management Supervisor
		29	Hospital Unit Assistant	1	Chargemaster Analyst
		2	House Supervisor	1	Chief Medical Informtn Officer
		18	Lic Vocational Nurse-Per Diem	9	Collections Officer
		58	Licensed Vocational Nurse II	1	Cont Interim Medical Rec Sup
		1	Licensed Vocational Nurse III	6	Cont Medi-Cal Specialist
		1	Mental Health Clinic Supervisor	5	Cont Social Srv Practitioner
		54	Mental Health Nurse II	1	Cont. Asst. Hosp. Admin-Fiscal
		4	Mental Health Nurse Mgr-ARMC	1	Cont. Asst. Hosp. Adm-Pnt Fisc
		2	Neurodiagnostic Technolgst II	1	ContManagerPreMediCalQualDept
		1	Neurodiagnostic Technologist	1	ContSpvsrPreMediCalQualDept
		1	Nurse Educator	2	Departmental IS Administrator
		48	Nursing Attendant	26	Fiscal Assistant
		2	Occupational Therapist II	6	Fiscal Specialist
		3	Occupational Therapy Assistant	1	General Services Aide
		18	Office Assistant II	53	Health Info Mgmt Assistant I
		10	Office Assistant III	7	Health Info Mgmt Assistant II
		1	Office Specialist	2	Health Info Mgmt Assistant III
		1	Oral Surgery Technician	1	Licensed Vocational Nurse II
		4	Orthopedic Technician	1	Material Manager
		1	Patient Navigation Prgrm Coord.	12	Medical Records Coder I
		49	Psychiatric Technician I	7	Medical Records Coder II
		1	Pulmonary Function Specialist	1	Medical Records Manager
		16	Registered Nurse II - Clinic	2	Medical Records Supervisor
		71	Registered Nurse II - Per Diem	28	Office Assistant II
		1	Registered Nurse II-ARMC	79	Office Assistant III
		27	Respiratory Care Practitioner2	5	Office Assistant IV
		6	Respiratory Therapist	18	Office Specialist
		1	RespiratoryCarePractitioner2	2	Patient Accounts Supervisor
		2	RespiratoryCarePractitioner3	1	Programmer Analyst I
		3	Secretary I	1	Programmer Analyst II
		1	SterileProcessingTechnician1	3	Public Service Employee
		1	Supervising Office Assistant	21	Registered Nurse Case Manager
		8	Supvg Respiratory Care Practit	1	Registered Nurse II - Per Diem
		2	Util Rvw/Perform Imp Nurse	4	Registered Nurse II-ARMC
		629	Total	11	RN Case Manager-Per Diem
				3	Secretary I
				10	Social Service Practitioner
				1	Staff Analyst I
				6	Staff Analyst II
				4	Storekeeper
				1	Stores Specialist
				3	Supervising Office Assistant
				2	Supervising Office Specialist
				1	Supvg Auto Systems Analyst I
				3	Supvg Health Info Mgmt Assist
				1	Supvg Utilization Review Techn
				1	Systems Support Analyst II
				8	Utilization Review Technician
				425	Total



Quality Improvement		General Support and Compliance		General Support and Compliance (Continued)	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Assoc Hosp Adm Professional Se	1	Administrative Supervisor I	3	Office Assistant III
1	AsstHospAdmin-NursingSvcs	1	ARMC Ethics & Compliance Coord	2	Office Assistant IV
1	Ast Hosp Administrator Fiscal	1	ARMC Executive Chef	3	Office Specialist
1	Biostatistician	1	ARMC Laboratory Manager	27	Phlebotomist
1	Cont Mktg&Bus Dev Coord -ARMC	1	Assistant Manager-Laboratory	3	Physical Therapist Assistant
1	Librarian II	1	Assistant Manager-Medical Imaging	11	Physical Therapist II
1	Library Assistant I	1	Assistant Manager-Nutrition Svcs	1	Privacy & Compliance Specialist
1	Lic Vocational Nurse-Per Diem	1	Assoc Hosp Adm Professional Se	1	Radiographic Clinical Instruct
4	Licensed Vocational Nurse II	1	Autopsy Assistant	15	Radiologic Technologist II
1	Media Specialist	4	Clinic Assistant	3	Radiologic Technologist III
2	Medical Staff Coordinator	1	Compliance Specialist	1	Radiologic Technologist School
1	Nurse Epidemiologist	1	Cont First Five Public Ed Cord	1	Radiology Manager
2	Office Assistant II	4	Cont Occupational Therapist II	1	Radiology Supervisor
3	Office Specialist	12	Cont Physical Therapist II	1	Registered Nurse II - Per Diem
1	Photographer	19	Cont Radiological Tech	5	Registered Nurse II-ARMC
1	Quality Improvemnt Coordinator	4	Cont Rehab Therapist - Speech	4	Rehabilitation Services Aide
2	Registered Nurse II - Per Diem	6	Cont Spec Procedures Rad Tech	1	Rehabilitation Services Manag
2	Registered Nurse II-ARMC	3	Cont Ultrasound Tech	4	Secretary I
1	Secretary II	6	Cook I	1	Secretary II
1	Spvg Medical Staff Coordinator	10	Cook II	13	Special Proc Rad Technolog 2
1	Staff Analyst II	3	Cook III	3	Special Proc Rad Technolog 3
2	Tumor Registrar	3	Cytotechnologist	2	Speech Therapist
5	Util Rvw/Perform Imp Nurse	4	Dietary Services Supervisor	1	Staff Analyst I
37	Total	3	Dietetic Technician	1	Staff Analyst II
		10	Dietitian	1	Stores Specialist
		1	First Five Contract Dentist	1	Supervising Office Assistant
		1	First Five Project Director	1	Supervising Phlebotomist
		2	Fiscal Assistant	1	Supv Rehabilitation Therapist
		31	Food Service Worker I	1	Supvg Dietitian
		13	Food Service Worker II	6	Supvg Laboratory Technologist
		3	General Services Aide	5	Ultrasound Technologist II
		2	Histology Technician	1	Ultrasound Technologist III
		1	Hospital Customer Advocate	1	Util Rvw/Perform Imp Nurse
		19	Laboratory Assistant	1	Volunteer Services Coordinator
		31	Laboratory Technologist II	389	Total
		7	Laboratory Technologist III		
		3	Laboratory Technologist Intern		
		1	Lead Occupational Therapist		
		1	Lead Physical Therapist		
		1	Lead Speech Therapist		
		2	Nuclear Medicine Technologist		
		5	Occupational Therapist II		
		2	Occupational Therapy Assistant		
		34	Office Assistant II		



Medical Center Lease Payments

DESCRIPTION OF MAJOR SERVICES

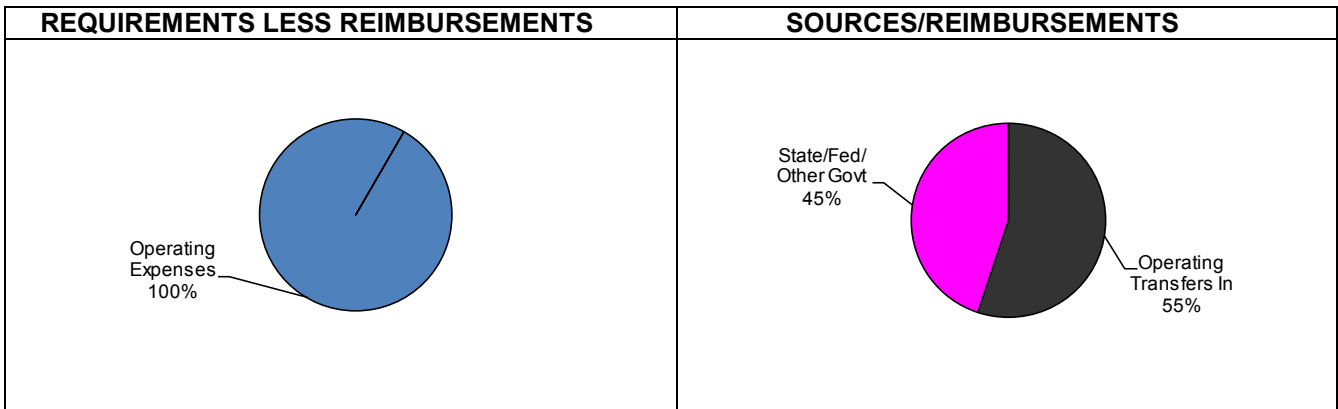
This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment. Other funding sources are operating transfers from ARMC consisting of Medicare and fee for service revenues, and operating transfers from the general fund backed by Health Realignment revenues and tobacco settlement proceeds.

Budget at a Glance

Requirements Less Reimbursements*	\$42,049,251
Sources/Reimbursements	\$42,049,251
Net Budget	\$0
Estimated Unrestricted Net Assets	\$0
Use of Unrestricted Net Assets	\$0
Total Staff	0

*Includes Contingencies

2014-15 RECOMMENDED BUDGET



ANALYSIS OF 2014-15 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
 DEPARTMENT: Arrowhead Regional Medical Center
 FUND: Medical Center Lease Payments

BUDGET UNIT: EMD JPL
 FUNCTION: General
 ACTIVITY: Property Management

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Estimate	2013-14 Modified Budget	2014-15 Recommended Budget	Change From 2013-14 Modified Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	42,988,658	41,526,830	41,657,396	42,321,735	43,150,014	42,049,251	(1,100,763)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	42,988,658	41,526,830	41,657,396	42,321,735	43,150,014	42,049,251	(1,100,763)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	42,988,658	41,526,830	41,657,396	42,321,735	43,150,014	42,049,251	(1,100,763)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	42,988,658	41,526,830	41,657,396	42,321,735	43,150,014	42,049,251	(1,100,763)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	19,500,334	18,820,181	18,901,369	21,283,568	19,063,823	18,877,576	(186,247)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	769,768	0	0	0	0
Total Revenue	19,500,334	18,820,181	19,671,137	21,283,568	19,063,823	18,877,576	(186,247)
Operating Transfers In	23,488,324	22,706,649	21,986,259	20,975,377	24,086,191	23,171,675	(914,516)
Total Sources	42,988,658	41,526,830	41,657,396	42,258,945	43,150,014	42,049,251	(1,100,763)
Net Budget*	0	0	0	(62,790)	0	0	0
				Budgeted Staffing	0	0	0

*Net Budget reflects Total Sources less Total Requirements for Internal Service and Enterprise funds. When Net Budget is negative, it means that the department will be using assets that have been carried over from the prior year.

MAJOR EXPENDITURES AND REVENUE IN 2014-15 RECOMMENDED BUDGET

Operating expenses of \$42.0 million represent lease payments and associated fees and expenses.

State, federal, or government aid revenue of \$18.9 million is from the state's Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable portion of the lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates based on actual Medi-Cal inpatient days paid to ARMC.

Operating transfers in of \$23.2 million are funded by \$10.7 million of Tobacco Master Settlement Agreement monies, \$4.5 million of Health Realignment funds, and \$8.0 million in revenues anticipated to be generated by ARMC.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.1 million primarily due to reduced costs associated with a payment of rebate to the federal government in 2013-14 which will not recur in 2014-15, which results in a reduction of sources needed to meet requirements.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

